



LOVELAND COLORADO

Create Innovate Stay

Destination Loveland Strategic Plan 2011





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On November 3, 2009, Loveland residents approved the following ballot measure by a vote of 58 percent to 42 percent:

Shall City of Loveland taxes be increased \$400,000 for the first full fiscal year (2010), and annually thereafter by such amounts as may be generated from the levy of a lodging tax of three percent (3%) on the lodging price paid for the leasing, rental or furnishing of any lodging services in the city, for the purpose of raising funds to promote tourism, conventions and related activities within the city by marketing the city and sponsoring community events, both in support of this purpose; and shall a community marketing commission appointed by city council be established to make recommendations to city council concerning the specific use of lodging tax revenues consistent with this purpose; and shall the City of Loveland be authorized to collect, retain and spend such lodging tax revenues each year, including any investment earnings and interest on such revenues, as a voter approved revenue change under Article X, Section 20 of the Colorado Constitution or any other law?

Loveland Comprehensive Plan Goal 13.7:

Formulate and implement a comprehensive tourism strategy for Loveland.



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Executive Summary



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On November 3, 2009, Loveland residents passed a ballot initiative that created a lodging tax of three percent, *“to promote tourism, conventions and related activities within the city by marketing the city and sponsoring community events.”* In addition, the City’s 2005 Comprehensive Plan calls for the City to create a strategic plan for tourism.

Following the approval by the voters, the Loveland City Council established the Community Marketing Commission to advise and make recommendations to the City Council on the use of the lodging tax revenue. The Commission is comprised of community members with backgrounds and expertise in economic development and tourism. Following the establishment of the Commission, the Council directed the Commission to draft a strategic plan that includes opportunities for community input.

This strategic plan includes action steps that serve to guide the efforts of the City over the next five to ten years. The plan was drafted with the support of the Commission and many stakeholders.

The City recognizes that “tourism” can mean everything from the family vacation to the business traveler. Either for recreation or business, when people come to Loveland or the region, our underlying goal and the goal that informs all of the action items, is to encourage more spending in Loveland. The City wants to encourage all visitors to eat, shop and do business in Loveland.



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Vision and Mission

Vision

Establish and promote Loveland as a world-class destination for art, leisure and business visitors.

Mission

Promote visitation to increase visitor spending in the Loveland economy.

Goals and Actions

The Goals and Action Items that follow are intended to guide the actions City staff and to inform decision making by the City Council over next five to ten years.



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Develop the organizational structure to achieve long term success and manage the lodging tax revenue

Action Items:

1. Hire a qualified full time employee whose responsibility is to implement the Destination Loveland Strategic Plan.
2. Contract and collaborate with local, regional and state partners for events, marketing and other services that include:
 - Community events
 - Operating the visitors center and other visitor destinations and services
 - Marketing for regional, state and national events and promotional campaigns
3. Create and implement the set of metrics to be used to gauge success of the marketing efforts, events and other attractions over time.
4. Complete annual reports and other documentation necessary to demonstrate to Loveland residents that the funds are being used appropriately.



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Promote Loveland as a visitor destination

Action Items:

1. Develop and implement a targeted sales and marketing effort in partnership with the major event venues, primarily the Ranch and the Budweiser Events Center. This could include:
 - Events—recreation, sports, entertainment, agricultural, auto, art, etc.
 - Convention sales and marketing
 - Advertising including travel publications and websites
 - Visitor services
2. Partner with regional and state tourism organizations on marketing and promotional efforts and ensure an alignment of vision with the regional convention and visitors bureaus.
3. Maintain a visitor center, website, 800 number and information fulfillment process.
4. Offer tourism-related workshops and training for business owners (hotel concierges, retail, sports rental etc.) about the attractions and destination events held in Loveland.
5. Ensure that attractions, events and activities are included in tourism promotion, visitor guides and tourism websites.



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Assist with visitor and recreation related business development in partnership with the Department of Economic Development

Action Items:

1. Assist in the expansion and creation of businesses which provide visitor services and activities such as breweries, wineries, galleries, dining, guided activities sculpture and sculpture related businesses, foundries and recreation rentals.
2. Encourage business development that benefits both local residents and visitors, such as air services/shuttles, family entertainment, trade shows, expositions, farmers market, etc.
3. Assist as appropriate in the development of the Aerospace and Clean Energy Park and possible business traveler services.
4. Assist local employers by providing client and customer travel information packets and on line resources.
5. Assist the Director of the Fort Collins-Loveland Airport with the development of both general and commercial aviation service.



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Enhance the visual appeal of Loveland

Action Items:

1. Improve Gateways to Loveland including US 34 and US 287 that might create negative visitor impressions.
2. Develop incentives and volunteer programs to assist property owners with clean up.
3. Encourage redevelopment and façade improvement along transportation corridors.
4. Enhance way-finding in Loveland, including improved directional signs to the historic Downtown district and other Loveland attractions.
5. Identify and eliminate visual clutter along critical corridors.
6. Expand placement of public art, particularly along primary tourist corridors.



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Encourage and support destination visitor programming, attractions and events

Action Items:

1. Encourage development of off-peak events/festivals by implementing the Activation Plan.
2. Assist the Office of Creative Sector Development (OCSD) in the creation of destination attractions and programming as recommended in the OCSD strategic plan.
3. Assist the Cultural Services and Economic Development Departments with the expansion of existing destination venues such as the museum/gallery expansion, Rialto Bridge and Pulliam Building, as identified in the City Capital Projects plan and the Downtown Revitalization Strategy.
4. Create new destination attractions and events as needed.



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Implementation Strategy

To ensure success, the Strategic Plan provides recommendations on specific actions steps to occur within six months of adoption of this plan. The action steps are intended to provide initial prioritization and direction so as to achieve Mission and Vision articulated in this plan.

0—6 months:

1. Hire a qualified staff person to manage the strategic plan as outlined in Goal #1.
2. Develop an annual budget and business plan for the use of the lodging tax.
3. Establish contractual relationships with external partners as outlined in Goal #1 and #2.
4. Develop metrics as outlined in Goal #1

0—2 years:

1. Develop programing to promote improvements to gateways as outlined in Goal #4.
2. Develop and implement the business mode for a sustainable visitors center as outlined in Goal #2.

0—5 years:

1. Develop the destination attractions as outlined in Goal #5.
2. Assist with the formation and development of arts, culture and economic development as outlined in Goal #3.



Acknowledgments

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The Loveland City Council would like to acknowledge the members of the Community Marketing Commission, Council Liaisons and Staff that have helped develop this effort:

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